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Approved For Release 2001/08/15 : CIA-RDP57-00042A0001

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Management Officer

FROM : Assistant Director for Operations

DATE: 6 November 1950

SUBJECT: Summary of Management Staff Studies of Administrative Staffs  
in the Office of Operations

- References: (a) Management Officer memorandum, dated 12 October 1950,  
subject as above
- (b) Management Staff Study of Administrative Staff, OO/FDD,  
dated 5 October 1950
- (c) Management Staff Study of Administrative Staff, OO/[REDACTED],  
dated 12 October 1950
- (d) Management Staff Study of Administrative Staff, OO/C,  
dated 13 October 1950

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1. We appreciate the constructive suggestions contained in reference memoranda which were referred to the three divisions respectively for comment. Our memorandum to you of 20 October 1950 replies in detail to the points raised in reference (b) resulting from your Staff Study of the Administrative Staff, Foreign Documents Division. Comments submitted by the Chief, [REDACTED] on the findings and recommendations of reference (c) and by Contact Division on reference (d) are forwarded as attachments hereto.

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2. With regard to reference (a), your recommendation that no action be presently taken to consolidate the Administrative Staffs, Office of Operations is noted. We concur. Your recommendation that the three Divisional Administrative Staffs be more closely coordinated by periodic staff meetings and other appropriate devices is accepted. We shall look for the continued assistance of the Chief, Administrative Staff, CIA, and the Chief, Special Support Staff, the Budget Officer and the Personnel Director, as required, to develop procedures which will facilitate operations and reduce clerical workload. We are grateful for your offer of continued assistance in this respect, and especially with regard to the more extensive use of machine records. Although we understand that January 1951 is the target date for increased service by machine methods, it may be noted that we have not yet received the divisional personnel reports which were recently discussed by our respective staffs, and which were to be prepared on a trial basis by machine methods.

25X1A7a 3. We invite your attention to the detailed comments of the Chief, [REDACTED], especially to those contained in paragraph 2 e of his

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attached memorandum of 1 November 1950 in which the urgent need for an additional GS-11 Administrative Officer position is emphasized. This position was requested informally, in mid-September, on the basis of the increase in workload on this staff which has taken place over the past two years, and in order to allow for the requisite exchange of administrative personnel between departmental headquarters and overseas bureaus. Since the principle of departmental-field rotation has received your approval (reference (a), paragraph 2 b and reference (c), paragraph 2 e) and since a GS-11 position is needed for an employee who is due to return [REDACTED] to Washington around 15 December 1950, it is hoped that favorable action may be taken on this matter by that date.

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4. We believe that you will find all of the items in the attached Chief, Contact Division's memorandum of 31 October 1950 of interest. Earnest efforts to simplify and streamline are being made, and, as he states, your recommendations were well received and appreciated.



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GEORGE G. CAREY

## Attachments:

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- 1) Memorandum from Chief, [REDACTED] to AD/O, dated 1 November 1950 subject "Comments on Management Staff Study of Administrative Staff, [REDACTED] Office of Operations"
- 2) Memorandum from Chief, Contact Division to AD/O, dated 31 October 1950, subject "Management Staff Study of Administrative Staff, Contact Division, Office of Operations"
- 3) Memorandum from Deputy Chief, FDD to AD/O, dated 31 October 1950, subject "Summary of Management Staff Studies of Administration Staffs in OO"

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Management Officer

DATE: 20 October 1950

FROM : Assistant Director for Operations

SUBJECT: Management Staff Study of Administrative Staff, Foreign Documents Division, Office of Operations

REF : Your Memorandum, same subject, dated 6 October 1950 ✓

1. The findings and recommendations of Management's study are concurred in by this Office. We shall be glad to cooperate with the Personnel Director, Budget Officer, and the Chief, Administrative Staff, in working towards the implementation of the recommendations contained in paragraphs 2 a and b of your memorandum.

2. With specific reference to the points raised in your Paragraph 2c through e:

Para. 2c: Some records now maintained by Administrative Staff, FDD, are duplicate and cumbersome but no streamlined substitute for them can be initiated immediately. Time and Attendance records will be simplified as much as possible. Machine records can be established for some records and agreements with Budget Officer, etc., will eliminate others. Maintenance of individual leave balances of employees will be discontinued at such time as this information (which is frequently required by the Division Chief in planning for workload and leave problems) can be obtained by use of machine records to be prepared in cooperation with the Fiscal Division. On the basis of your memorandum (Paragraph 2e) it would seem that the facilities of machine records might be expanded to the extent that they could be used for these and other necessary divisional records by 1 January 1951.

✓ Para. 2d: We concur in the proposed elimination of the position of Assistant Administrative Officer. With regard to the timing of this step, an increased recruiting program through special assistance of the Personnel Staff has now resulted in the interviewing, language testing and local processing of three to four applicants per day in FDD. This is temporarily consuming the full time of the Assistant Administrative Officer. Delaying the abolishment of that position until approximately 15 November 1950, when the pressure of the present recruitment campaign has eased, would greatly help this Division. This suggestion does not apply to the recommendation regarding recruitment in 2b of Management's study, but only to the present effort to fill FDD's Table of Organization.

Para. 2e: Concur.

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GEORGE G. CAREY**CONFIDENTIAL**

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Assistant Director for Operations

1 November 1950

Chief, [REDACTED]

Comments on Management Staff Study of Administrative Staff, [REDACTED]  
[REDACTED], Office of Operations

REFS : a. Memorandum to ADO from Chief, [REDACTED] dated 13 September 1950,  
subject: [REDACTED] Administrative Staff

b. Memorandum to ADO from Management Officer dated 12 October  
1950, subject: Management Staff Study of Administrative Staff,  
[REDACTED] OO, and official routing slip to Chief, [REDACTED] from ADO  
dated 26 October 1950 attached thereto

1. Findings

a. Paragraph 1 b, Reference b. All field administrative personnel have been oriented in the Departmental Office either prior to field assignment or during periods of home leave. The capability of effecting such exchanges between field and departmental offices has been extremely limited due to the number and grades of the personnel authorized by the present T/O and was one of the reasons for requesting a T/O increase. In addition, obtaining personnel who are qualified for and desirous of field assignments and at the same time willing to accept the grades authorized in the present T/O has been extremely difficult.

b. Paragraph 1 c, Reference b. [REDACTED] has emphasized the concept of maximum service to the [REDACTED] in order to avert a deterioration of morale and to maintain unity of purpose. Dispersion of interest and low morale are believed to result from insistence of self-sufficiency at field installations. However a greater use of the authority granted to make local purchases should and will be made and simplification of procedures such as requiring [REDACTED] to prepare requisitions on the proper form, which has already been in effect for approximately one year, will be emphasized.

c. Paragraph 1 d, Reference b. Concur.

2. Recommendations

a. Paragraph 2 a, Reference b. Concur.

b. Paragraph 2 b, Reference b. Concur.

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c. Paragraph 2 c, Reference b. Concur. However it is doubtful that most records being kept and reports being rendered by [REDACTED] will lend themselves to machine records.

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d. Paragraph 2 d, Reference b. [REDACTED] comments on the 5 October 1950 memorandum from the Management Officer to the Chief, Administrative Staff, were submitted to the ADO by memorandum dated 11 October 1950, subject: Possible Assistance to Administrative Staffs of OO.

e. Paragraph 2 e, Reference b. The addition of a GS-4 Clerk-Stenographer to the T/O will materially aid the operations of the Departmental Administrative Office. However it will not solve the problems of special or non-routine tasks, rotation of personnel to field assignments, establishment of cost accounting systems, etc. A GS-11 Administrative Officer is also urgently needed and it is the opinion of this office that further experience to determine the need for this position is not required.



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Assistant Director for Operations

31 October 1950

Acting Chief, Contact Division

Management Staff Study of Administrative Staff, Contact Division,  
Office of Operations

1. Contact Division appreciates the interest shown by the Management Staff in the problems of the Administrative Staff. Any action taken to transfer property accountability to the field office will be gratefully received. The further exploration of the use of vouchered funds to reimburse sources for travel expenses will also be appreciated. These two questionable procedures have caused considerable work in the administrative office.
2. Paragraph 1.b. states that "the 'middleman' role of the Administrative Staff in each transaction creates duplication of effort and records and causes unnecessary delays and confusions in effecting the desired action". This statement is definitely open to question. There is little or no duplication of effort or records between headquarters, the field and servicing units. No copies of Public Building Administration charges are filed in Contact headquarters. No copies of rent utilities, telephone or telegraph bills are retained in headquarters. No copies of typewriter maintenance purchase orders are retained, purchase orders for property are retained for posting purposes. Copies of travel vouchers, both vouchered and unvouchered are retained for budget reasons. Copies of Petty Cash Vouchers are also retained for budget purposes. The records retained are at the minimum necessary to good operation. So far as delay and confusion are concerned, the work in the Administrative Staff as well as to and from the field offices and to and from the servicing divisions of the Agency have never been less confused or more expeditiously handled. The recommendations made by the Management Staff, i.e., transfer of property accountability, and preparation of basic documents in the field in lieu of memoranda of request, will even further streamline the operation. Field Offices have been notified of this change.
3. Paragraph 1.d. The presence of a pouch receipt and a pull-off copy of incoming field correspondence does not constitute a duplication, nor does a copy of a routing slip and a chronological copy. A pouch receipt or a routing slip cannot be substituted for a copy of a memorandum. Nor can a copy of a memorandum suffice in lieu of the File and Routing Slip, Form 35-1. Any duplication between Central Files and in the Branches is negligible. Chronological files are maintained for six months in the Branches. The effort required to provide this duplication is more than balanced by lessening the number of reference requests made to the Central Files.
4. The changes recommended by the Management Staff are well received and appreciated. An earnest effort toward a reduction of files and records has and will continue to be made. The only vacant slot in the Administrative

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Assistant Director for Operations - 2 -

31 October 1950

Staff at present is a Clerk-Typist GS-3 slot. In accordance with the recommendation made by the Management Staff, it is requested that this position be deleted from the Administrative Table of Organization and added to the field office in order to provide clerical support for the [REDACTED] agency. At such time as record-keeping on field activities has been minimized and the machine records program has been fully implemented, consideration will be given to the deletion of a Clerk-Stenographer GS-4 position from the Administrative Staff. The recommendation that two GS-5 positions be deleted would work considerable hardship on the Division and undoubtedly hamper the operations of the Administrative Staff. It is possible to surrender quantity and still maintain a fairly even keel. It is also possible to sacrifice quality and still proceed in an orderly fashion, but it is definitely impossible to sacrifice both quality and quantity and produce at the same rate and level.

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[REDACTED]  
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Assistant Director for Operations

31 October 1950

Deputy Chief, FDD

Summary of Management Staff Studies of Administration Staffs in OO.

1. Insofar as this summary refers to FDD, this Division concurs in the findings and recommendations.
2. Suggested administration records changes have been instituted by FDD as far as possible in accord with Management's findings.
3. When machine records facilities are available further simplifications will be effected.

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